



GLAMORGAN COUNTY CRICKET CLUB ENVIRONMENTAL SOCIAL GOVERNANCE (ESG) REPORT 2023



Foreword

As a responsible organisation, we want to limit our environmental impact and work to inspire change in our communities and for the future. **We want to build a sustainable future for cricket in Wales.**

We are all aware of the need for action relating to climate change and we recognise that the impacts from climate change will become more frequent and severe so we need to do more.

We also acknowledge that what we do as an organisation, whether that is team travel, hosting major matches and events or operating annually, all has an impact on our environment and within our community. As a responsible organisation, we want to reduce our impact and work to inspire change for the future. We believe Glamorgan has a positive impact on our environment too. Our grounds provide green space and are a key part of our landscape. We believe it is our stadium that allows communities to come together for an enjoyable experience and to live active, healthy lives.

We are committed to building on what we have done so far and to continue to reduce our carbon footprint, build more financial resilience to provide a welcoming environment, and connect even more with our communities. Our vision is to make Wales proud and to create an inclusive game for all. We will continue to lead the way for cricket in all aspects of EDI and in delivering our award winning community and social programmes.

We want to inspire and support others to make a difference throughout cricket.

Dan Cherry

-CEO



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01

EXECUTIVE SUMMARY



Executive Summary

Glamorgan CCC have held sustainability values for many years. We have always looked to behave with integrity and inclusivity, to support our community and to promote the long-term future of cricket in Wales. Such values are embedded in the 2020-2024 Strategy for Cricket in Wales; “Inspiring Generations in Wales”, which has an explicit objective of creating “a more sustainable Game in Wales”.

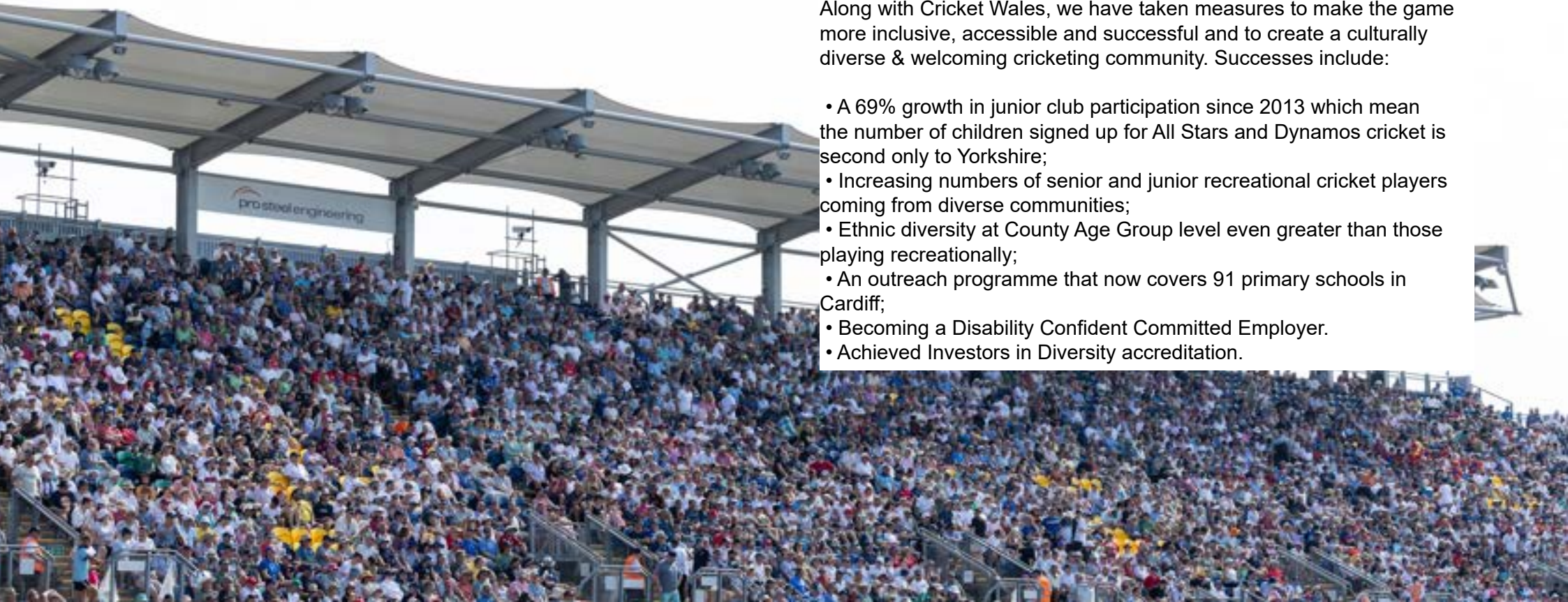
Our approach to sustainability also aligns with all relevant ECB guidance and the sustainability principles of the Well-being of Future Generations (Wales) Act; both of which further commit us to act in a manner which ensures that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Whilst such objectives permeate throughout all our activities and ways of working, we believe it is important to clearly articulate our approach to the Environment, our Society and Governance to our members and all our stakeholders. This document therefore summarises our current approach and successes with respect to Environmental Sustainability, Social impact and Governance arrangements. It also sets targets to further enhance our position in each of these important areas in the years ahead. We also commit to reporting annually on the progress we make in each of these key areas.

Glamorgan CCC has long believed that sustainability should be at the heart of what we do. This has meant we have already had major successes in promoting the social, environmental and cultural well-being of our stakeholder base.

Along with Cricket Wales, we have taken measures to make the game more inclusive, accessible and successful and to create a culturally diverse & welcoming cricketing community. Successes include:

- A 69% growth in junior club participation since 2013 which mean the number of children signed up for All Stars and Dynamos cricket is second only to Yorkshire;
- Increasing numbers of senior and junior recreational cricket players coming from diverse communities;
- Ethnic diversity at County Age Group level even greater than those playing recreationally;
- An outreach programme that now covers 91 primary schools in Cardiff;
- Becoming a Disability Confident Committed Employer.
- Achieved Investors in Diversity accreditation.



Our advances in these areas have been recognised by a series of major awards over the past 12 months including:



We are building facilities that create positive social and environmental impact and are fit for the future. Highlights include:

- We are powered 100% by renewable energy;
- We have successfully implemented a number of recycling initiatives – to reduce waste and single use plastics and increase recycling;
- We have robust water and waste management initiatives in place.

We have also implemented governance arrangements that are in line with all applicable best practice and support delivery of Glamorgan's purpose, strategy and values:

- We meet all 52 of the ECB's Governance Framework Standards;
- We have strong safeguarding and data protection standards in place to keep you and your data safe, which are independently reviewed to keep up to date.

But we want to do more. We can do more. We will do more. We will make sustainability the foundation that underpins everything we do and is therefore core to our day-to-day activities and strategy. As a result, we will commit to the following targets in each area of ESG.



02

ENVIRONMENTAL



Cricket and the Environment

Environmental targets for 2024

METRIC	CURRENT LEVEL	TARGET	ACTIONS TO TAKE
GHG Scope 1 & 2	Scope 1 - Natural gas 59.19kWh (23%) Scope 1 - Fleet 38.92Ltrs (15%) Scope 2 - Electricity 159.01kWh (62%)	5% reduction in energy consumption	<ul style="list-style-type: none"> Work with Net Zero group to identify and verify carbon reductions
Single use plastics	13,500 public sales (bottles)	11.500 in YEAR	<ul style="list-style-type: none"> Work with current suppliers Review grounds regulations
Recycling	46%	50%	<ul style="list-style-type: none"> Liaise with current supplier and put action plan in place Follow new WG legislation
EV Charging Points	0	2 by 2025	<ul style="list-style-type: none"> Research and identify suppliers Enable financial model
Environmental training	0%	75% staff in 2024	<ul style="list-style-type: none"> Continue staff Green Team meetings Identify relevant training and provider

Social targets for 2024

METRIC	CURRENT LEVEL	TARGET	ACTIONS TO TAKE
Number of boys and girls attending All Stars and Dynamos programmes	7,000	9,000	Enrol more clubs in All Stars and Dynamos programmes
School visits to Sophia Gardens	7,000	9,000	Convert [10%] of school visitors to regular customers
Diverse community attendance at Sophia Gardens	45% of school children are from diverse communities	50%	Increase engagement with local schools with high proportion of diverse communities
Ethnic Player Base [8%]	21% of boys and 11% of girls in the Wales Age Group Pathway are from diverse communities	21% of boys and 15% of girls	Increase scouting activities amongst diverse communities
Community Events at Sophia Gardens	5 stand-alone events 7 major matchday events	15 stand-alone events 12 matchday events	
Female Board Representation	3 out of 11 (27%)	Increase to 37%	Encourage more female applications

● Governance targets for 2024

METRIC	CURRENT LEVEL	TARGET	ACTIONS TO TAKE
Gold level compliance with ECB standard	12	Increase	
Silver level compliance with ECB standards	11	Increase	
Staff training on key sustainability areas	0%	95%	Establish sustainability training provider and programme

In addition to seeking to deliver these further specific sustainability gains, we also make the following pledges:

- We will act with integrity, be transparent and honest in communicating with our stakeholders on what we deliver on these sustainability targets on an annual basis.
- We will comply with, and exceed where practicable, all applicable legislation, regulations and voluntary codes of practice and behave in line with our agreed Code of Conduct.
- We will commit to maintaining the procedures and safeguards needed to keep all those involved with Glamorgan CCC and their data safe.
- We will educate, encourage and promote sustainable practices amongst our spectators, suppliers, employees, sponsors and partners.
- We will commit to meeting any new standards arising from the Welsh Assembly Government's Sustainability Charter and the ECB's sustainability initiatives.

We are committed to embedding sustainability in all aspects of our strategy and day-to-day operations and do all we can to promote the well-being of our people, our community, our planet and develop our wonderful game in a truly sustainable way.



Environmental

Glamorgan CCC's sustainability mission is "improving the social, cultural, environmental and economic well-being of Glamorgan County Cricket Club". Consequently, we are committed to providing players, officials, members, fans and customers with a great environment to enjoy world class cricket. This involves tackling the threat that a rapid onset of climate change would have on our ground, community and society. The threat to our ground and the game of cricket is significant: the "Hit for Six" report released by the British Association for Sustainable Sport in 2019 conveyed the risks of an increase in the number of rain-affected matches, changes to the way pitches are managed and prepared, damage to facilities and negative impacts on player and spectator safety.

The impact on our communities and wider society are also becoming increasingly clear and increasingly material (particularly given that Cardiff faces the highest flood risk in the UK)¹. As a result, we are fully supportive of Welsh Government initiatives in this area including the Well-being of Future Generations Act (2015), the Environment (Wales) Act (2016) and Wales being first country to declare a climate emergency in 2019.

¹ Flood Risk Assessment Wales | DataMapWales (gov. wales)

We also know that sport's influence means we should take a lead on sustainability. As a result, we worked with the Climate Coalition in 2019 to identify the environmental impact to Glamorgan from increased severe weather events such as games cancelled due to high levels of rainfall. We were featured in the Coalition's Game Changer report² which declared that "of all the major pitch sports, cricket will be hardest hit by climate change". In response, we have been ambitious in our continued efforts to take action and be a sustainable leader. We are a member of the British Association of Sustainability in Sport (BASIS) and incorporate environmental considerations into day-to-day decision making in order to reduce our environmental impact and meet our long-term objectives of creating a network of great cricket venues and securing the game for future generations.

² Square Space | Game Changer Report ([squarespace.com](https://www.squarespace.com))

"Climate change is becoming a huge factor. If we don't take it seriously, it will fundamentally change the game. It's simple: the less cricket we play at every level the fewer people will watch it, the less they will come to the ground and pay to enter, the less chance there is for young people to be inspired to take up the game."
– Dan Cherry, Game Changer Report.



Our Environmental Initiatives:

Our stadium, Sophia Gardens is located within a conservation area, and we understand that our event management activities and operations have the potential to have both a positive and negative environmental impact. This has meant that we have already undertaken a wide range of activities to reduce the environmental impact of our operational footprint, including the following key initiatives:

Renewable energy

We are powered by 100% Green renewable energy after purchasing Renewable Energy Guarantee of Origins through our partner Amber – who are focussed on identifying and delivering energy saving projects to reduce the carbon footprint and energy costs of Sophia Gardens. We are developing GHG Scope 1 and 2 reduction targets, with support from independent specialists Net Zero Group. Such targets will be set to support the commitment recent made by the ECB in its “Environmental Sustainability Plan For Cricket” in which the ECB commits to the UN Sports for Climate Action Framework and associated targets of reducing greenhouse gas emissions by half by 2030 and of reaching Net Zero by 2040.

Green Match Day Initiatives

We have installed water fountains throughout Sophia Gardens and stopped the purchase of single use plastic bottles to be consumed by players, coaches, and other staff. We reviewed what product we use for pint cups ahead of the 2024 season after having used cup recycling and biodegradable cups in recent years. We aim to work alongside other cricket venues to find the most effective solution. We are also moving to 100% e-ticketing – with the aim of being paperless by 2025. In order to support such initiatives and enhance spectator understanding of environmental issues, most public announcements before and during matches make reference to the importance of the environmental activities in operation throughout the ground.

Events

As an organisation, we are dedicated to sourcing local products – in order to reduce our overall carbon footprint as well as support the regional economy and showcase the diverse offerings of Welsh suppliers. Moreover, in order to reduce our carbon footprint further, all food dishes produced for Hospitality are made freshly in the Sophia Gardens kitchen. We also reduce the use of single use plastic by having re-usable ‘cups’, removing plastic straws and sachets (except for physically disabled people) and serving all water in hospitality in washable glass bottles. In addition, all retail packaging used for our merchandising is now biodegradable and the retail shop uses recycled paper bags rather than plastic bags.

Team

The team operates a formal kit recycling policy and will take actions to reduce the carbon emissions arising from team travel by transitioning from cars to bus for all 1XI away travel.

Recycling

Glamorgan CCC is committed to reducing waste produced from operations at Sophia Gardens and we partner with Cardiff Council to recycle a large proportion of waste. We operate a zero waste-to-landfill policy and have recently worked with Plastic Experts to recycle 12,000 seats (or 39 tonnes of plastic seating). The use of single use plastics was largely reduced by the Club in 2019, we use biodegradable coffee cups throughout the ground and from 2023 onwards we have prohibited vendors from using polystyrene or single use plastic within their food packaging. In addition, all pads and pencils for conference delegates are 100% made from recycled materials.

Water and Waste Management

The venue has a borehole and water storage tank for ground irrigation, and the environmental agency monitors the discharge of water from Sophia Gardens into the River Taff. Food waste is disposed of in line with Cardiff Council procedures and waste cooking oil is collected to be recycled into biofuel.

Case Study: Our Staff Green Team

Our **Green Team** is made up of staff members that champion sustainability across the organisation and oversee our environmental commitments. The teams' overarching objective is to ensure that sustainability is considered in everything that everybody does at Glamorgan. Underpinning this, the team has five key objectives and sub-actions that are tracked and measured periodically against targeted KPIs.

Our Green Team strategic objectives:

- 1) We can demonstrate a reduced GCCC Environmental Impact versus our 2023 baseline and comparable counties.
- 2) Our sustainability work is producing a long-term return on investment.
- 3) We are achieving broader engagement around sustainability across cricket in Wales.
- 4) We can show an increasing number of examples where sustainability is influencing what we do.
- 5) We are shouting about the sustainability progress we are making and establishing GCCC as leaders in sustainable sport.



Our ambitions

As a club, we are committed to continual improvement in this sphere, alongside leadership in the sustainable event industry. Our 2022 Sustainability Policy forms part of our overall objectives and is endorsed and upheld by the Chief Executive Officer and Board. It is reviewed annually to ensure that our objectives are relevant and meaningful. We are developing an ESG Strategy that is aligned to our five strategic pillars and integrating new ESG Key Performance Indicators to track our progress against this Strategy.

Our 2023 Sustainability objectives were:



To maintain or improve the baseline levels of Sophia Gardens environmental impacts and economic performance.



To position Glamorgan CCC as a leading sustainable venue within cricket venues.

We took the following steps to achieve these objectives by:

- Working to reduce energy consumption where possible year on year
- Reducing Scope 3 emissions where possible and encourage low environmental impact behaviours from fans and other users of Sophia Gardens.
- Educating and inspire action on environmental issues to raise the profile of these problems and celebrate success stories at Sophia gardens.
- Embedding sustainability as a core value of Glamorgan and ensure it is considered in every decision made within the business.
- Working with sponsors and partners with similar environmental ambitions to the club.
- Continuing to make investments in cricket facilities in urban and deprived areas.

Measuring our Impact

We have measured our baseline Scope 1 and 2 emissions with the help of our partners Net Zero Group and will measure this at greater accuracy in 2024 and include our Business Travel, Waste, and Employee commuting emissions.

GHG Scope 1 (Natural gas and fleet)	38%
GHG Scope 2 (Electricity)	62%
Energy Consumption	1139408.30KWh
Recycling %	46%

In addition, we have development plans in place to enhance, measure and monitor activity in the following areas which further demonstrate overall commitment to environmental sustainability:

- The number of GCCC staff completing Environmental training – currently 75%
- The number of initiatives introduced to encourage low environmental impact behaviours from fans – currently 2 (Recycling posters and reusable cups) – we are investigating active travel options. Also looking at digital campaigns
- The number of initiatives introduced to enhance biodiversity on site at Sophia Gardens – a possible idea is a herb garden
- We are planning to measure scope 3 business travel, waste, and employee commuting emissions in 2024

Case Study: Our Environmental Education Project

We recently concluded an innovative environmental education project alongside the CC4 Museum of Welsh Cricket on sustainable futures. This looked at how cricket could be played in the future under warmer and wetter weather as well as in sustainable and environmentally-friendly stadia. Students learnt about the current eco-challenges for Sophia Gardens, as well as suggesting some fantastic ideas for adapting stadia in the future.

Working alongside CENIN, a Bridgend-based developer of renewable energy projects, we welcomed in staff and pupils from Pencaerau Primary School in Cardiff who visited Sophia Gardens as well as the CENIN headquarters to learn about a number of important issues relating to the environment and sustainability. The pupil's work has been on display at The Royal Society's prestigious Summer Science Exhibition, where Dr. Andrew Hignell, the Museum's Curator, and Glamorgan Cricket's Heritage and Education Co-ordinator also gave lectures considering the potential impact of global warming on cricket. CENIN is a Bridgend based renewable energy developer, committed to powering a greener future whilst maximising benefits for the communities in which they work. Through an innovative approach to renewable energy provision, CENIN utilises the earth's natural resources to unlock the hidden green energy potential that will help Wales meet its commitment to 100% of electricity coming from renewable sources by 2035.

"We are delighted to be partnering with Glamorgan Cricket, helping the young people of Pencaerau School design their own sustainable stadia. We are in the midst of a climate emergency that requires collective action from all sectors and to see the pupils so engaged with this project gives me great confidence in our future generations."

- CENIN Director Martyn Popham

"Pencaerau Primary School have been delighted to work with Glamorgan Cricket to develop ideas for a more sustainable future. We understand that our natural world is diverse and dynamic, influenced by processes and human actions. As ethically informed citizens of Wales and the world, it is important for our children to be given opportunities to have an influence on their immediate locality"

- Sam Lane, Pencaerau Primary School





Going forward GCCC will seek to undertake the following environmental initiatives in a commercially viable timeframe:

- Continuing the phased move to making all lighting LED compliant;
- Working with partners to install electric vehicle charging points inside or close to the stadium;
- Further optimising waste management with enhanced separation of waste;
- Seeking to change contracts so that all suppliers and partners operate in a carbon sensitive way and sell products that use fully recyclable or compostable packaging – something that is currently already encouraged; Measure, track and set target for GCCC's travel emissions
- Implementing measures to enhance biodiversity on-site – including reigniting the Club's herb garden which previously existed and continuing our current practice of using the daffodils that grow on the lawn as the table settings during our Six Nations hospitality – a practice that reinforces a sense of Welsh identity and adds a natural, seasonal element to such events.



04

SOCIAL



Social

Glamorgan County Cricket Club has always seen itself a key part of, and support for, the community in Wales and as a force for good in addressing some of the socio-economic issues that the region faces.

Glamorgan was one of the first Counties to have Equity, Diversity and Inclusion (EDI) objectives in place for its Executive and with initiatives spanning both the Professional and Recreational games in Wales, we have seen a huge growth in those taking up the game from diverse backgrounds.

Our aim is to ensure that Glamorgan reflects the communities we serve at every level and to use cricket as a way of uniting people and addressing socio-economic challenges.

Our intention is to reflect the local community on and off the pitch and in the boardroom. We see diversity in our people, players and supporters as critical to our success and we continue to focus on making our cricket venue a safe, welcoming and inclusive community for all to thrive.

"It has been brilliant to see professional cricketers' cultural needs met at Sophia Gardens, an international stadium which is welcoming, making everyone feel at home. We have also reached into communities and schools that have never had cricket, turning the curve for women and girls with the majority of clubs now offering Women and / or Girls' cricket.

We are clear that we are in this for the long haul and really mean it when we say that Cricket in Wales is a game for everyone. It has been fantastic to see how people across both Cricket Wales and Glamorgan Cricket embed diversity and inclusion into their work so that we can reduce the disparity of children growing up in Wales having or not having the choice to play cricket."

- Community and Development Manager for Glamorgan CCC and Cricket Wales, Mark Frost, 2023



All five pillars of Glamorgan's strategy contain actions and objectives which will reinforce and enhance Glamorgan's impact on our community and help us make the game inclusive and accessible to all:

Developing Successful Teams and Players:

Investing in Wales Women's and Girls County cricket; -and having ambitions to host a Tier 1 team in the new ECB women's domestic cricket programme.

Create a Network of Great Cricket Venues:

Maintaining Sophia Gardens as a Category A International venue; supporting Cricket Wales in the development of Clubs in Wales; growing the base of women's and girls' cricket through participation and investment in facilities.

Build a Lifelong Passion for Cricket:

Developing cricket in urban and deprived areas; developing cricket in urban and deprived areas; delivering the Diverse Communities Action Plan in Wales; doubling cricket participation in Welsh primary schools; delivering a girl's secondary schools programme for Wales; increasing participation in disabilities cricket.

Optimise Attendance and Provide Great Experiences:

Using digital technologies to reach, engage and inform more people about cricket in Wales; developing our Safeguarding to promote safe spaces for children and young people and adults at risk; increasing the use of the Welsh Language in cricket.

Secure the Game for Future Generations:

Embedding equality across all cricket in Wales and developing the New Cricket Foundation Wales to deliver cricket for good.



We track actions and progress against these pillars on a regular basis in relation to Environmental, Social and Governance activities

Pillars	'Social' Status 2023
Developing Successful Teams and Players	●
Create a Network of Great Cricket Venues	●
Build a Lifelong Passion for Cricket	●
Optimise Attendance and Provide Great Experiences	●
Secure the Game for Future Generations	●



In particular, we have taken a number of strategic initiatives to create a culturally diverse and welcoming cricket environment; implementing a dedicated EDI Sub-Committee to provide guidance and advice to help improve all aspects of EDI across the organisation, and developing a joint 'EDI Strategy 2022-2024' with Cricket Wales which has the mission of "transforming cricket in Wales to a place where everyone feels they are respected, belong and are treated fairly".

The EDI strategy contains three priority initiatives which are linked to our strategic pillars:

1. Educate a Workforce and Volunteer network to drive positive change for cricket in Wales:

We are committed to providing education and training for directors, player, coaches and casual members of staff; promote and publicise the outcomes of the Independent Commission for Equity in Cricket report; continue to listen and evolve our EDI plans; engage with our stakeholders to support our diversity practices throughout our supply chain; achieve independent EDI accreditation for Glamorgan and Cricket Wales. Such activities will directly support the two strategic pillars of Developing Successful Teams and Players and Building a Lifelong Passion for Cricket

2. Create Diverse Teams from the Widest Possible Talent Base:

We are also undertaking a number of initiatives to improve the diversity of our pathway coaches and support staff; improve our scouting network amongst diverse communities; understand and remove barriers to create a fair and equal pathway journey; increase diversity of participation in Welsh cricket to underpin the talent pathway in Wales; improve diversity in leadership and governance positions; strengthen approach to fair recruitment. These initiatives will support the three strategic objectives of Developing Successful Teams and Players, building a Lifelong Passion for Cricket and Securing the Game for Future Generations

3. Make Glamorgan Cricket and Clubs in Wales feel like home to our diverse communities;

We are conducting a full review of our HR policies; we are creating facilities at our venues which support the needs of diverse communities; ECB High Profile Match bids reflect our offerings to diverse communities; open the doors of Sophia Gardens to spiritual and cultural events; listen, learn, develop and lead a workforce and volunteer network which drives a cultural change for cricket in Wales. These actions will help us deliver our strategic objectives to Create a Network of Great Cricket Venues, and Optimise Attendance and Provide Great Experiences.



The implementation of our EDI strategy has resulted in notable progress in promoting inclusion in a number of areas, including:

- Cricket clubs in Wales are becoming more ethnically diverse with 13% of senior and 18% of junior members from diverse communities.
- In 2022, 41% of people involved in the community cricket programme at Sophia Gardens were from ethnically diverse backgrounds.
- The ethnic diversity at County Age Group level is greater than those playing recreationally: 21% of boys and 15% of girls are from ethnically diverse backgrounds.
- A midnight cricket festival league during Ramadan has been run for the past two years.



"I am so pleased that we have received this standard from Diverse Cymru². This has been a whole club effort over a long period of time. Using the support of Diverse Cymru and previous work with Investors in Diversity has meant that we have really upped our game so that the visitor experience at Sophia Gardens is as good as it can be for everyone whatever their background"
- Mark Frost, 2023

- Over the past year, we have been proud to see these advances be recognised with a series of awards and achievements:
 - Glamorgan was recognised as a **leading organisation** for EDI and Governance during the 2022 ECB County Partnership Agreement.
 - Glamorgan Cricket won the ECB **'Raising The Game'** EDI Award after implementing initiatives that earned the club UK full accreditation from the National Centre for Diversity
 - In October 2023, Glamorgan Cricket and Cricket Wales were accredited by Diverse Cymru at their Cultural Competence Awards at City Hall, Cardiff, in recognition of our **commitment to cultural awareness** and **embedding equality into our operations** and services, aligning ourselves fully to Welsh Government's Anti-Racist Wales Action plan:
 - Also in 2023, Glamorgan CCC and Cricket Wales were the winners of the inaugural **Equality, Diversity and Inclusion Initiative Award** at the WSA Sports Industry Award



²Diverse Cymru is a Welsh charity committed to supporting people faced with inequality and discrimination because of: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Their vision is to help create a nation without prejudice or discrimination, where every person is equal and diversity is celebrated, and our mission is to eliminate discrimination and inequality.



The Club has also made great advances in promoting youth cricket:

- The Club's schools outreach programme now covers 91 primary schools in Cardiff and with the ambition to cover all primary schools in the city.
- The Club supports three competitions (the Riverside Challenge, The Turnbull Trophy and the St John's Cup) for pupils in Years 4, 5 and 6, which has resulted in increased youth participation, particularly amongst diverse communities.
- The Club seeks to deliver match day activities which inspire youngsters to choose cricket – with clubs and schools providing a guard of honour at T20 games, schools in Cardiff visiting Sophia Gardens on matchday visits, and more than 7,000 school children attending T20 Blast matches at Sophia Gardens during 2023 through our schools ticketing programme.
- Cricket Wales programmes have led to Club junior participation rising by 10% since 2021 and 69% since 2013 – largely due to the impact of All Stars and Dynamos cricket; which has seen 4,190 Children signed up for All Stars Cricket and 2,546 signed up for Dynamos on 2021 – numbers only beaten by Yorkshire CCC.

A key part of promoting the youth game and the development pathway is safeguarding. Glamorgan follows the ECB Safe Hands policy to help keep children and vulnerable adults safe within cricket. The Glamorgan Safeguarding Officer attends practice and matches and provides education and training for parents and players. The Club is committed to maintaining full compliance with ECB Safeguarding practices and protocols.

"We have been delighted by the number of schools and college taking advantage of our free ticket offer this summer for accompanied groups from educational establishments...for many of those boys and girls attending our matches, it's their first-ever experience of a professional cricket match and our feedback from those who were here...shows that the majority want to come to Sophia Gardens again and support Glamorgan Cricket next year and beyond"

- Andrew Hignell, Heritage and Education Co-ordinator of Glamorgan Cricket, 2023

The club has also made great strides in promoting girls' and women's cricket. We aspire to make cricket a gender-balanced game and seek to support Cricket Wales in doubling women's and girls' activity. Through our joint initiatives, the number of women & girls teams has grown from 11 in 2017 to 135 in 2019 and 214 in 2023. Women's and girls' cricket provision in Wales is now above the national average and has seen significant strides in recent years. Girls' participation in clubs has increased 55% since 2021, 88% since 2018 and 287% since 2013 and with women's participation up 42% since 2021.

In addition, the club has increased accessibility for those with disabilities; with the club recently establishing a picture planning route around the stadium for visitors with autism and being awarded Dementia friendly status by Alzheimer's Wales and being accredited as a Disability Confident Committed employer (Level One). In addition, five clubs in Wales now have Disability cricket teams. As a Disability Confident Committed employer, the Club has pledged to:

- Ensure our recruitment process is inclusive and accessible;
- Communicating and promoting vacancies;
- Undertake at least one interview with a person who has a disability;
- Anticipating and providing reasonable adjustments as required;
- Supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work; and,
- At least one activity that will make a difference for disabled people.

We are also seeking to promote the use of Welsh in all aspects of cricket: under the Club's Welsh Language Action Programme, Sophia Gardens is increasing the level of bilingual branding and providing bilingual information on the big screen and on the PA system.

In addition, the number of clubs using the Welsh language in their activities has risen from 24 in 2021 to 32 in 2022, with a further 30 expressing an interest in further Welsh language support.

Glamorgan is also trying to walk the talk in terms of making the Club a more diverse and inclusive environment in which to work. Currently female staff represent 31% of the workforce, whilst only 2% of employees are ethnically diverse. However initiatives are underway to increase diversity, particularly at senior levels. In addition, a series of staff training events have been undertaken with Diverse Cymru providing training on unconscious bias and cultural competency, and the Senior Management Team has also signed up to the ECB's EDI Leadership programme.

Moreover, the Club also conducts a regular/annual staff survey to understand and assess employee wellbeing and how happy they feel working for Glamorgan. Key metrics from the ECBs annual survey show that people feel happy in their work – the table below shows the percentages of the GCCC workforce that agree with the statements being made.

Perception Statements	Agree %		
	2021	2022	2023
The organisation I work in is inclusive	71%	85%	88%
The organisation I work at is actively taking better steps to reflect our communities	71%	85%	96%
The leadership of the organisation I work for is committed to action not just words when it comes to EDI	71%	82%	92%
I feel welcomed, included and like I belong in the organisation I work at	88%	82%	84%
In the past year, I have not felt directly or indirectly discriminated against at work	94%	74%	86%
I understand and feel educated across the breadth of EDI	68%	92%	88%
People are paid a fair salary regardless of their gender, ethnicity or other characteristics	n/a	31%	47%
I feel able to speak up if I see behaviour which I consider to be wrong	n/a	85%	80%

“Glamorgan Cricket sets out to do three really clear things with our EDI work – these are:

- *To make sure that our staff are well trained and more culturally aware to be sensitive to the different needs of our customers.*
- *To diversify the talent coaching workforce so that young cricketers and parents from ethnically diverse backgrounds feel comfortable and confident.*
- *To ensure that anyone that visits the stadium feels welcome and at home.*

To support all of this we took very seriously the subject of listening to several focus groups and will continue to do this as we seek to make cricket the most inclusive team sport in the UK.”

- Mark Frost, 2023

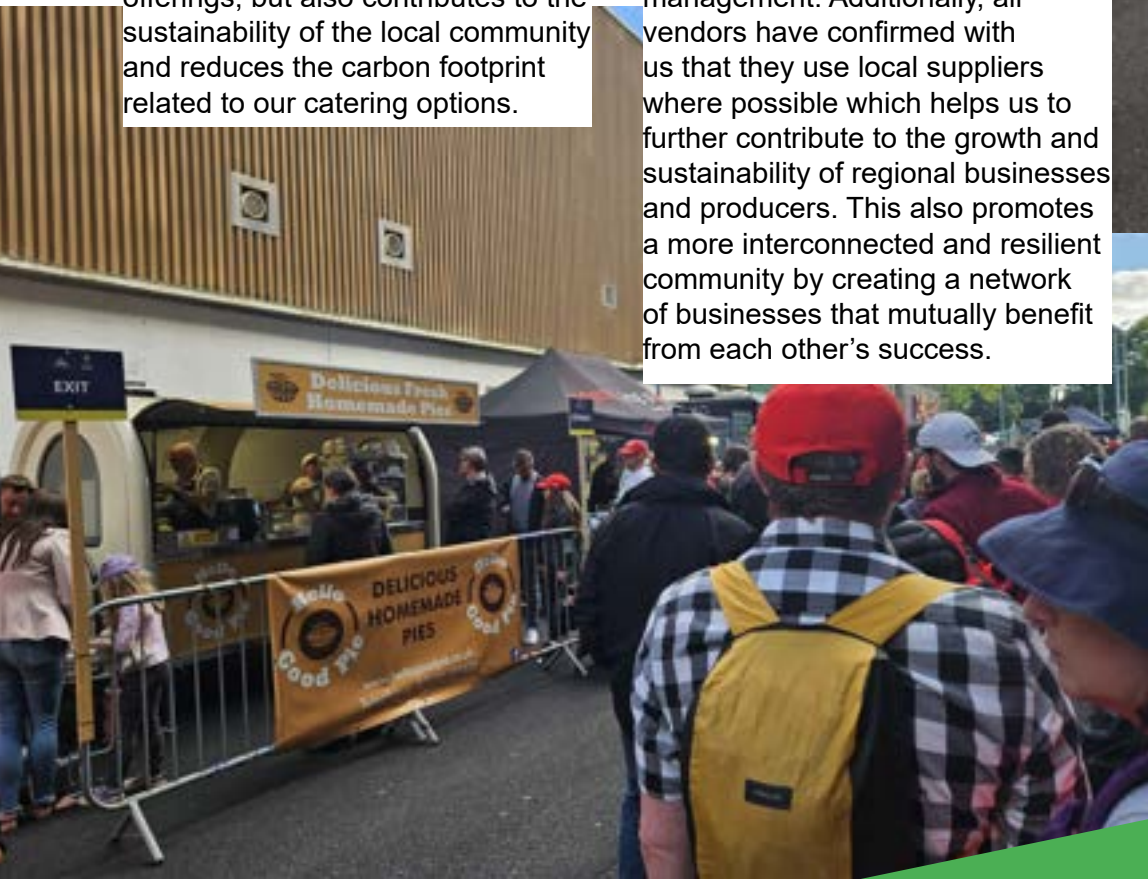
In addition to supporting our staff and cricketing and local community, Glamorgan CCC also seeks to promote the regional economy, by being dedicated to sourcing local products and showcasing the diverse offerings of Welsh suppliers. Our main vendors include: Castell Howell, who feature a large range of Welsh based products; Ashtons Fishmongers who are based in Cardiff Central Market; Sullivans Green Grocers who are also based in Cardiff Central Market and Peter's Food, based in Caerphilly. This approach not only adds authenticity to our offerings, but also contributes to the sustainability of the local community and reduces the carbon footprint related to our catering options.

During the cricket season, we partner with a number of local street food vendors to support us with our matchday and event day food offering. We meet with them multiple times throughout the year to ensure they share our ethos, in terms of suppliers and customer satisfaction. From the 2023 season onwards, we prohibited vendors from using polystyrene or single use plastic within their food packaging. This not only aligns with the growing global concern for environmental issues, but also reflects a responsible and conscious approach to event management. Additionally, all vendors have confirmed with us that they use local suppliers where possible which helps us to further contribute to the growth and sustainability of regional businesses and producers. This also promotes a more interconnected and resilient community by creating a network of businesses that mutually benefit from each other's success.



In addition to our commitment to local vendors and sustainable practices, we are proud to highlight our partnership with 'Glamorgan Brewing' company, a renowned brewery based in South Wales who are known for their exceptional range of craft beers featuring Welsh pioneers such as Jemima's Pitchfork, as well as our specialty - 1888 Welsh Pale Ale.

This collaboration is a testament to our dedication to showcasing the best of Welsh craftsmanship in both food and beverages whilst supporting a regional business.



05

GOVERNANCE



Governance

Corporate governance is the framework of committees, rules, practices, and processes by which an organisation sets, delivers and monitors its purpose, strategy and values. It enables the management team and the board to run and control organisations legally, ethically, sustainably, and successfully, for the benefit of all stakeholders and for the good of wider society.

As a result, good governance is both critical for, and a key part of, any organisation's delivering long-term sustainable outcomes for the business, society, and the environment. This is especially true for Glamorgan CCC – as the Club is a Community Benefit Society which exists primarily for the benefit of the wider community.

To support this, Glamorgan CCC has put in place strong governance, which is in line with all best applicable best practice – including the Sport England Code for Sports Governance, the governance code of Sport Wales and the England and Wales Cricket Board (ECB) Governance Framework.

The Club is run in accordance with the Club Rules, and governed by the Board, headed by the Chair. The Board oversees the running of Glamorgan CCC, and delegates authority for the day-to-day activities of the Club to the Chief Executive Officer and the Senior Management Team (SMT) – through an appropriate and clearly defined “Board Delegation Framework”. The Board also delegates authority to Sub-Committees, as well as advisory groups, who are responsible for specific activities (and then report to the Board).

The Board's ultimate objective is the “long term, sustainable success of the Club, and assessing the basis on which the Club generates and develops value over the long term, assessing opportunities and risks in the delivery of its strategy”. The specific roles and responsibilities of the Board, and its individual members, are clearly defined by the Club's Governance Handbook; with its key roles being:

- **Strategy and Vision:** The Board is responsible for setting the Club's strategy;
- **Performance:** The Board monitors and scrutinises management's performance meeting agreed goals and objectives;
- **Risk:** The Board verifies that financial reporting is accurate and that financial controls and the risk management system are robust;
- **Decision-making:** The Board is the ultimate decision-making body and accordingly exercise all the powers of the organisation; and
- **People:** The Board is responsible for appointing, reappointing and, where necessary, removing senior Glamorgan CCC management, as well as certain Board, Sub-Committee and Advisory Group appointments.

The Glamorgan CCC Board comprises the following membership: Chair, Deputy Chair, Treasurer, President, Chief Executive, 5 Nominated (i.e. Independent) Members of the Board (who may be the Deputy Chair and / or the Treasurer), 2 Elected Directors from the membership, and a Cricket Wales Representative.



Details of the current Board Members can be found at: [Board & Leadership | Glamorgan Cricket.](#)

The composition of the Board meets all ECB-required Standards including (a) greater than 30% of the Board being female; (b) representation from diverse communities in line with local demographics, and more than 25% of the Board being Non-Executive Appointed Directors. All members of the Board operate under a Code of Conduct and the roles and responsibilities of the Directors and the Board as outlined.



The Board has standing items to discuss the core topics of cricket, community, finance, commercial, EDI and Safeguarding at each meeting. In addition, the following specific key topics were also discussed during the 12 months from July 2022- June 2023: the Independent Commission for Equity in Cricket (ICEC) report, the Sophia Gardens Masterplan, a Centre of Cricket Excellence for West Wales, the ECB Major Match Allocations 2025 – 2031, the ECB’s presentation on global trends in cricket, and the Appointment of new Chair.

In 2023 the Board held 6 meetings.

	Board	Audit, Finance & Risk	Nominations	Remuneration	Equality, Diversity & Inclusion	Health & Safety	Safeguarding
Mark Rhydderch-Roberts	✓		✓	✓			
Ann-Marie Smale	✓		✓	✓			
Dan Cherry	✓						
Sameer Rahman	✓	✓			✓		
Rezwan Hassan	✓				✓		
Gareth Rees	✓						
John Noaks	✓					✓	
Rachel Owen	✓						✓
Gerard Elias	✓		✓				
Tim Masters	✓						
Carol Bell	✓	✓		✓			

The Club also has five Board Sub-Committees which discuss specific areas of the Club's activities and report key matters to the Board. Each Sub-Committee has a defined Terms of Reference, and their overall, powers and responsibilities are delegated by the Board in accordance with the Club's Delegation Framework that is approved by the Board every other year. The core remit of each Sub-Committee is listed below – along with their current membership (*denotes nominated member):

- **Audit, Finance and Risk Management Sub-Committee:** assists the Board in fulfilling its oversight responsibilities, by reviewing and monitoring the integrity of the financial information in the annual financial statements, reviewing and monitoring implementation of the Glamorgan CCC financial regulations and the Club's audit processes and system of internal controls and risk management.
Members: Mark Rhydderch-Roberts (Chair), Sameer Rahman, Simon White and Keith Davies

- **Nominations Sub-Committee:** is responsible for making recommendations to the Board regarding the appointment and reappointment of all new Board members and maintaining a succession plan for Board and Senior Management Team positions.
Members: Mark Rhydderch-Roberts (Chair), Ann-Marie Smale MBE, David Morgan OBE DL, Derek Brewer, Sarah Powell.

- **Remuneration Sub-Committee:** sets and implements the Club's remuneration policy for all employees.
Members: Mark Rhydderch-Roberts (Chair), Ann-Marie Smale MBE and Carol Bell

- **Equality, Diversity, and Inclusion Sub-Committee:** is responsible for developing and delivering Glamorgan CCC's Equality, Diversity and Inclusion strategy and measuring progress towards a truly equitable and diverse organisation.
Members: Rezwana Hassan (Chair), Sameer Rahman, Mark Wallace, Mark Frost, Sohail Rauf, Richard Almond, Nia Jones, Rev Sarah Jones, Aimee Rees, Mojeid Ilyas

- **Health & Safety Sub-Committee:** is responsible for implementing the health & safety policies and procedures needed to ensure a clear and safe working and visiting environment, which meets all applicable requirements.

Members: Leigh Chamberlain (Independent), Dan Cherry, Katy Allott, George Mead, Ellie Owen, Sam Harris, David Thomas and Naomi Goss

In addition, the Glamorgan Board and SMT have the power to set up ad-hoc panels (including a Disciplinary Panel), and advisory groups (Advisory Groups) to support and guide on a specific topic. These groups do not have general delegated authority from the Board but operate in accordance with rules and a remit set in each case by the Board. These Advisory Groups currently include a Welsh Cricket Advisory Group, Digital Transformation Advisory Group, and a Branding Advisory Group.



Members' Committee: Glamorgan CCC is a Community Benefit Society is owned by its members, who hold shares and control the society democratically, on a one-member one-vote basis. As a result, a Members' Advisory Group will become an important part of the Club's governance which represents and promotes the views of the membership to the Board. This builds upon the informal process of consultation with the members on issues such as the ECB High Performance Review, where two members forums were held and views taken by the CEO, Director of Cricket, and Chair.

The England and Wales Cricket Board (ECB) Governance Framework Standards

The ECB recognises the importance of good governance in managing successful organisations and introduced a Governance Framework in 2020, to help meet its ambition is to inspire a generation to say “cricket is a game for me”, and to demonstrate good governance to public and private funders. The Framework is one part of the County Partnership Agreements (CPA) – which are the contracts determining the roles and funding distributions between ECB and its County partners - and state the Governance standards which all county cricket clubs will be required to meet.

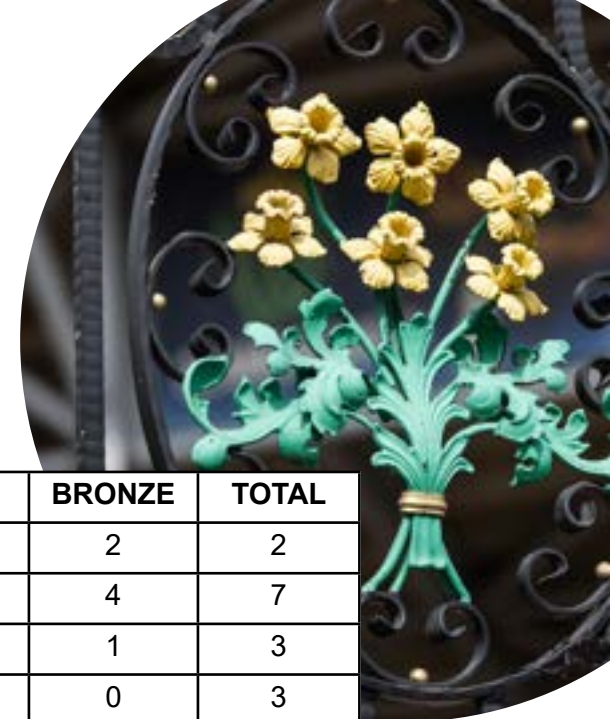
The Framework, inspired by the Sport England Code but tailored for cricket, seeks to drive the proportional implementation of governance best practices by specifying three levels of requirements, bronze, silver and gold.

- **Bronze** requirements carry high levels of importance and are core governance practices and requirements that all cricket organisations will be expected to comply with.
- **Silver** requirements represent more developed core governance capabilities that all First-Class County Clubs are expected to meet.
- **Gold** requirements represent advanced and mature governance that will be considered best practice across cricket and wider sport. Gold requirements are aspirational and will not be mandatory as part of the CPA.



Glamorgan has long met most of the Standards of the Framework through its traditional governance arrangements and has also enhanced certain aspects to fully meet the standards now expected by all stakeholders.

As a result, and as shown in the table below, the Club currently meets all 54 of the Standards; 12 to Gold standard, 11 to Silver and 31 to Bronze. As part of our commitment to further enhancing governance, our Sustainability Strategy, has an objective of raising the level of compliance to cover an increase in Gold and Silver levels of adherence (verified by independent assurance) by the end of 2025.



		GOLD	SILVER	BRONZE	TOTAL
ROBUST & EFFECTIVE STRUCTURES	Organisational Structures	0	0	2	2
	The Board & its Composition	2	1	4	7
	Term Limits	0	2	1	3
	Board Committees	0	3	0	3
RESPONSIBLE LEADERSHIP	Role of the Board	0	0	4	4
	Role of the Chair	0	0	2	2
	Strategic Planning	0	0	1	1
	Delegation & Oversight	0	2		2
GOOD PRACTICES & BEHAVIOUS	Boaard Recruitment & Succession	3	2	1	6
	Inclusion & Diversity	0	0	3	3
	Board Behaviours	0	0	2	2
	Board Processes	1	0	3	4
	Board Development & Induction	2	1	1	4
TRANSPARENCY, ACCOUNTABILITY & ENGAGEMENT	Open & Transparent Reporting	1	0	1	2
	Stakeholder Engagement	2	0	1	3
RISK, ASSURANCE & STEWARDSHIP	Risk Management & Internal Control	1	0	1	2
	Financial Management	0	0	2	2
LEGAL & REGULATORY COMPLIANCE	Compliance	0	0	2	2
TOTALS		12	11	31	54

All information correct at the date of publication February 2023.



GLAMORGAN